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ABSTRACT

This document contains Tufts University's Equal Opportunity Policy Statement and outlines the goals and methods of attainment of the Affirmative Action Program. The policy is one of intent and responsibility and asserts that it is the policy of Tufts that no discrimination on the grounds of race, color, religion, sex, age, or national origin will exist in any area of the University. The Affirmative Action Plan provides for the prompt and impartial consideration of all complaints of discrimination in the University and asserts that in the process of recruitment for and appointment to the work force, no appointment will be made until minority group candidates and women have been sought out and qualified candidates encouraged to apply. For nonacademic personnel, programs are also planned to: (1) alert persons in responsible positions to the problems of minority groups and women; (2) assure that all employees have full opportunity for upward mobility; (3) develop a new procedure for consistent wage administration; and (4) develop clear and definitive statements of policies and procedures. The Plan also has provisions for: (1) construction, vendors, and suppliers; and (2) equal opportunities in education, housing, and community relations. (AF)

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TUFTS UNIVERSITY EQUAL OPPORTUNITY POLICY STATEMENT

FOREWORD

Tufts University's Equal Opportunity Policy and Affirmative Action Program reflect both the commitment of the University and the planning for realization of this commitment.

As an educational institution, our historical mission continues to be helping a diverse student body prepare themselves for professional and non-professional pursuits. In addition, Tufts is an employer in its own right. Our Affirmative Action Program recognizes both functions of the University and places the emphasis in such a fashion as to assure that we shall make our maximum contribution to equal opportunity for all.

All of us, as the members of the University community, share the responsibility of making equal opportunity an actual, functioning condition of life at this University.

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY.

Burton C. Hallowell
President

January 25, 1971

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TUFTS UNIVERSITY EQUAL OPPORTUNITY POLICY STATEMENT

It is the policy of Tufts University that no discrimination on the grounds of race, color, religion, sex, age, or national origin, will exist in any area of the University. The University's policy includes, but is not limited to, the requirements of Federal Executive Orders 11246 and 11375, as amended, and of Commonwealth of Massachusetts Executive Order 74.

This policy must be implemented throughout the University organization and is the responsibility of all departments and personnel, supervisory and nonsupervisory. The particular ways in which this policy and its implicit goals are to be achieved are the essence of the University's Affirmative Action Program.

In order to insure consistent endeavor and progress toward the goal of equal opportunity, the Director of Equal Opportunity and Intergroup Relations, Robert Albert, who is responsible directly to the President as a Special Assistant, has been assigned the responsibility for monitoring compliance with the University's Affirmative Action Program.

The Affirmative Action Program of the University outlines goals and methods of attainment for the entire organization in all of its geographic locations, where it has employment responsibility.

Statement of Intent

Tufts University's Affirmative Action Program is a positive plan designed to provide equal opportunity and an atmosphere of nondiscrimination with respect to women and minority people. Minority people are defined in Executive Order 11246 as including: Spanish-surnamed, American Indian, Afro-American, and Oriental. The Equal Opportunity Employment portion of the program is designed to increase materially the utilization of minority group persons and women at all levels and in all segments of the University's work force, and the work forces of those with whom it contracts.

Statement of Responsibility

The responsibility for assuring the Affirmative Action Program's implementation has been delegated by the President to the Director of Equal Opportunity and Intergroup Relations. The responsibility for assuring the continuing success of Affirmative Action rests in the hands of each member of the Tufts community.

The Director of the Office of Equal Opportunity and Intergroup Relations will design and implement a reporting and auditing system.

Statistical reports designed to establish and maintain a flow of accurate information about recruiting and employment in general and of minority persons and women in particular will be submitted on a regular basis. Each person who is vested with responsibility to interview applicants for employment will be supplied proper forms for accurate record keeping of this function and for accurate information flow to the Office of Equal Opportunity and Intergroup Relations.

A quarterly Affirmative Action "Progress Report" will be filed by the Director of the Office of Equal Opportunity and Intergroup Relations with the President.

EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the policy of Tufts University to provide Equal Employment Opportunity on the basis of merit and without discrimination because of race, color, religion, sex, age or national origin pursuant to Federal Executive Orders 11246 and 11375, and Commonwealth of Massachusetts Executive Order 74. Tufts University will provide equal opportunity for all qualified and qualifiable persons, and will promote the full realization of equal opportunity through positive, continuing programs in every Department. This policy of Equal Employment Opportunity applies to everyone, in every aspect of employment policy and practices, and in all geographic locations of the University where it has employment responsibility.

The Affirmative Action Plan will provide for the prompt, fair and impartial consideration of all complaints of discrimination in Tufts University, on the basis of race, color, religion, sex, age, or national origin. Procedures for consideration of complaints are established in the University's Personnel Policies and Procedures. Tufts University will not discriminate against any employee or applicant for employment because of race, color, religion, sex, age or national origin. This University will take affirmative action to insure that all applicants receive fair consideration for employment, and that employees are treated fairly during employment, without regard to their race, color, religion, sex, age or national origin. Such affirmative action will apply, but not be limited to, employment, upgrading, demotion, transfer, recruitment advertising, lay-off, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeships. Notices of nondiscrimination will be posted in conspicuous places to be viewed by all employees and students.

It is the policy of the University that in the process of recruitment for and appointment to the work force, no appointment will be made until minority group candidates have been sought out and, if qualified candidates are identified, are encouraged to apply.

Appointments will be monitored to insure that we are constantly and significantly moving toward the goals of increased employment for women and minority persons. From time to time, in order to assure this constant and significant progress, the University may put a limit on the filling of some positions until minority persons and women are added to the work force.

Tufts University will insure in all solicitation or advertisements placed by or on behalf of the University that applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin (an Equal Opportunity/Affirmative Action Employer).

Tufts University will establish procedures to assure that contractors or prospective contractors, subcontractors, or unions submit to the University a statement in writing of their Equal Opportunity commitment.

Tufts University will establish a monitoring system to assure that full potential of equal opportunity is attained and that the University is complying with Executive Orders 11246 and 11375 and the Commonwealth of Massachusetts Order 74.

ACADEMIC AND PROFESSIONAL PERSONNEL

The University's goal is to achieve within each school a diverse, multi-racial faculty and professiona. staff capable of providing for excellence in the education of its students and for the enrichment of the University community. In seeking to fill openings, every effort will be made to recruit in such a way that women and individuals from minority groups will have an equal opportunity to be considered and appointed to staff positions. It is the policy of the University that no appointments will be made to faculty or professional positions until minority-group candidates have been sought out and, if qualified candidates are identified, are encouraged to apply.

Academic and Professional positions are defined as follows:

1. Academic: All persons classified as faculty members including: Deans, Professors and Lecturers.

2. Professional: Includes all persons involved in significant decision-making functions related to:

A. Academic affairs, e.g., Admissions Officers, Financial Aid Officers, Counselors, Librarians
B. Administration of Business Affairs and Resources
C. Personnel Administration
D. Provision of Health Care
E. Research

This statement applies to each College and School: College of Liberal Arts, Jackson College, College of Engineering (Arts and Sciences), College of Special Studies, School of Medicine, School of Dental Medicine, and Fletcher School of Law and Diplomacy. Each has defined its particular problems relating to equal employment opportunities, and stated its goals for the implementation of solutions to these problems.

ACADEMIC PERSONNEL

The University has 456 full time and 1,060 part time members of its academic staff. Of these, 60 are members of minority groups, 18 of whom are full time. Women constitute 139 of the total, and 63 are full time employees. Of the 28 deans, six are women and four are members of minority groups.

In seeking to fill openings, the University will make every effort to recruit in such a way that women and individuals from minority groups will have an equal opportunity to be considered and appointed to staff positions. It is the policy of the University that no appointments will be made to faculty or professional positions until minority-group candidates have been sought out and, if qualified candidates are identified, are encouraged to apply.

METHODS OF RECRUITMENT

In order to achieve its immediate and long-range goals, the University will engage in active recruitment of Black and other minority and women candidates. To actively recruit means consciously reaching out to make certain that Black, other minority and women candidates are identified, made familiar with the positions available, and encouraged to apply.

Dr. Hallowell states that: "It is not enough for us to say that we will interview and consider Black or other minority candidates and women who appear. Rather, the University must and will take the initiative in seeking out Black and other minority faculty to be candidates. This will mean going through channels and following procedures which are not familiar to most department chairmen. But it is essential that there be an active effort to reach out, for if we do not reach out, we will not attract the faculty we want." The program of active recruitment for minority persons that will be followed can be illustrated by the following:

1) Direct contact with faculty members at predominately Black colleges.

2) Direct contact with groups specifically oriented to and concerned with minority groups, for example, The Association of Black Psychologists.

3) Direct contact with associates and friends at various schools.

4) Direct contact with former undergraduates who are not in graduate schools and who may know of Black or other minority graduate students who are about to complete their work.

5) Following up on names of Black and other minority students in graduate schools.

6) Recruiting for our own graduate school with a view toward developing more Black and other minority-group candidates for subsequent employment.

NON-ACADEMIC PERSONNEL

The University has 1,505 non-academic employees. Of these 164 are minorities and 963 are women.

All provisions of the general University Equal Employment Policy Statement are applicable to nonprofessional employees.

Goals and Programs to Attain Goals

a. Recruitment

In order for Tufts University to achieve total Affirmative Action in Equal Employment Opportunity, special effort will be made to structure and implement - on a continuous basis - programs designed to recruit, select, place and train qualified and qualifiable minority and women nonprofessionals within all segments of its work force.

1) Goals

The specific objective in recruitment is to increase significantly the number of minority persons working at all levels and women working on the senior levels within the nonprofessional staff at both the Boston and the Medford Campuses. A fair and equitable number of current and projected nonprofessional positions will be filled by minority persons.

2) Programs

The following programs have been or will be established to accomplist the goals set for new employment.

a) Evaluate Orientation

The University's currently utilized Orientation program for new employees has been reevaluated with a view toward structuring a new and formal "New Employee Orientation" program.

This is in effect and will continue.

b) Evaluate Employment Process

The University's current procedure of selection through which candidates pass is being reviewed to determine if revisions and changes are required in the following areas - job requisitions, experience requirements, application form, the interview procedure, test administration (all tests used will be validated), referral procedure and final approval process. Testing in general will be reviewed with specific attention to test administration, interpretation and scoring, retesting of applicants and the reporting and record keeping of test results.

c) Brief Supervisors

Periodic briefing sessions are being held with all persons employed in supervisory capacities for the purpose of discussing employment problems of minority persons and women.

d) Unions

Meetings will be held with the Unions representing University employees for the purpose of stating the University's position of Affirmative Action in Employment. Tufts will provide the Unions with a notice advising them of the University's commitment to Affirmative Action. The Unions will be asked to submit their practices and policies affecting compliance with Affirmative Action to the University.

e) Visability of Personnel Offices

Steps have been taken to see that the Personnel Offices in all three locations - Boston, Medford, and Columbia Point Health Center are more clearly marked so that applicants will be able to identify the Personnel Offices with reasonable ease.

f) Contact Local Community Action Groups and Recruitment and Advertising Sources

Personal contact (visitations) will be made by representatives of the Tufts University Staff (preferably the Director of the Office of Equal Opportunity and Intergroup Relations and Personnel Department representatives) with organizations which can be helpful in referring minority group applicants for employment.

All recruitment sources and advertising sources are being informed of the University's policy which dictates discrimination-free recruitment and hiring practices. The University is requesting that each of the sources submit a letter informing it of policy and practice relative to equal employment opportunity for all. (Such information will determine those

businesses, advertising media, employment agencies, etc. with which the University will have interaction and those with which it will not deal.)

Letters are being sent to all recruitment sources and community action groups (which may refer applicants for employment). This will be followed up by either a visit or a telephone call requesting specifically that they refer minority and female applicants for all job classifications.

Periodic formal briefing sessions will be held on campus with these agencies. These sessions will include the following: tour of facilities, specific information relative to current and planned openings, and explanation of the University selection process. The intent of such a program is to establish a flow of information from the agencies to the University as well as from the University to the agencies.

g) Advertising

Tufts will broaden the use of newspapers to insure that our needs reach the minority population. The wording "Tufts University is an Equal Opportunity/Affirmative Action Employer" will be included in all advertisements, manuals, pamphlets, and other published material.

h) Contact with Local High Schools and Junior Colleges

Personal contact will be made by representatives of the University staff with local secondary schools and junior colleges in an attempt to establish rapport with these institutions so that their graduates may be referred to the University. The University will work with the public schools surrounding its facilities with programs designed to enable graduates of these schools to compete in the open employment market on a more equitable basis. To that end programs will be continued and strengthened to provide after school work and summer work for some students from these schools.

b. Awareness

The University has developed a program to assist persons in responsible positions to be more sensitive to the circumstances of minority persons and women and will continue to carry out this program.

1) Entire Employment Population

The University has established and is currently running an Awareness Program at the University. This Program has as its goal the sensitizing of employees to their own attitudes toward others and to the particular needs and concerns of minority persons so that the full potential of Affirmative Action can be realized.

2) Supervisory Employees

The University will develop a supervisory training program. Participation in the University's Awareness Program will be the first step with supervisory training second. Supervisory training will deal specifically with the on-the-job circumstances of minority persons and women.

3) Personnel Department Employees

The University's recruiting procedure for nonprofessional personnel is currently under review with particular emphasis on the awareness of the people in employment roles. In an effort to see that the greatest expertise is applied to the need to sensitize all people in the department with recruiting responsibility, weekly meetings will be held. Attending will be the employment, counseling and training staffs. Action, taken or proposed, relating to all minority applicants for that week will be discussed. The objective of such a program is to provide an opportunity for understanding and to provide help where it is needed. This program has begun and will continue.

c. Underutilization of Skills

The University needs to fully utilize the skills of its non-professional staff.

1) Goals

The University will see that all employees have full opportunity for upward mobility within the organization. The University will develop procedures to see that where possible upgrading of the current staff is attempted before a position is filled from the outside.

2) Programs

a) A Review of Skills

A program will be designed and implemented to conduct periodic reviews recording the qualifications of all employees to insure that every employee, including minority persons and women, is given full opportunity for promotion, and insure that employees' skills are fully utilized. This program is executed by use of skills profiles inventories. At all times when an employee is passed over in a promotion, justification will be required in writing from the Supervisor.

b) Career Counseling

A program of career counseling currently in effect for the University's JOBS '70 Program will be expanded to meet the employment counseling needs of all employees.

c) Posting System

A job posting system will be developed and implemented to insure that all current employees are aware of and have the opportunity to apply for job openings within the University.

d) Progression Line Charts and Seniority Rosters

Progression line charts showing upgrading paths will be developed. Personnel records will include the length of service in the University and in the particular positions (Seniority Rosters).

e) Training Programs

Training Programs will be designed and implemented to upgrade the talents of employees in an effort to insure that they might be promoted to more responsible positions, as merited. Tufts' current training programs will be continued and expanded. They are as follows:

1. English as a Second Language
2. Typing and Shorthand
3. Business English
4. Awareness Program
5. JOBS '70 Program

Tufts will also develop new training programs to meet such needs as follows:

1. Employee upgrading
   Clerical
   Technical Research
   Skilled Trades
   Skilled Food Service Positions
2. High School Equivalency
3. Supervisory

d. Wage Administration

The University needs to develop a new procedure for wage administration.

1) Goals

The University will seek to have consistency in wages for employees in each job classification while still reflecting individual variations in experience, skill, application, and length of service.

2) Programs

a) Review of Job Descriptions

A program will be designed and implemented to conduct an initial program of job descriptions and then periodic analysis of all job descriptions and job performances to ensure consistency and accuracy between the written job description and actual job performance. The job descriptions will be updated and analyzed periodically and will be maintained in strict conformance with the actual requirements of the job. The job descriptions where possible will be uniform in context in each of the University's facilities where the particular job exists. The job descriptions will be kept free of bias as regards to race, sex, or age.

b) Review of Wages

A review of wages will be conducted, to identify possible unjustified differences in wages. Where differences in wages are found that are not related to differences in experience, skill, application and length of service, the Department Head or Chairman responsible for that area will submit, in writing, a statement explaining the differential. Where the reason for the difference in wages is found to be inadequate, the difference will be corrected.

e. Personnel Policies and Procedures

1) Goals

The University will develop clear and definitive statements of policies and procedures, and will insure that supervisors are aware of and operating within these policies.

2) Programs

A policy and procedure manual will be developed and maintained, which will include, but not be limited to, detailed information on aspects and functions of the University community which would affect and/or interest the employee, such as:

- Reaffirmation of the University's EEO Policy
- Description of the University's benefit program for employees.
- Clearly defined procedure to be followed in use of job descriptions, etc.

- Clearly defined grievance procedure.

- Procedure for promotion and transfer.

f. Grievance Procedure

1) Goals

The University will provide a procedure to insure that all employee grievances and complaints may be heard and responded to.

2) Programs

a) The University will provide for a Grievance Committee within its policies and procedures.

b) An Equal Employment Opportunity Committee will be established at both the Medford and the Boston Campuses to examine complaints of discrimination on the basis of race, color, religion, sex, or national origin and will refer its findings to the Grievance Committee. Membership of the Equal Employment Opportunity Committee will include representatives from minority groups and women employees and administration. All meetings will have recorded minutes.

CONSTRUCTION, VENDORS AND SUPPLIERS

Construction Contracts

Tufts University has developed equal employment opportunity provisions for inclusion in its construction contracts. These provisions reflect both the specific requirements and the principles of Executive Orders 11246 and 11375 as they relate to nondiscrimination.

1. In its contract provisions the University will require its contractors to be in compliance with Executive Orders 11246 and 11375.

2. The University will continue active participation in efforts for area wide improvement of compliance programs in construction.

3. Development of minority contractor sources will continue and minority contractors with appropriate resources will be encouraged to bid on University construction.

4. The University will continue to encourage efforts for the development of training programs for minority construction workers including union, supervisory and management personnel.

5. The Equal Opportunity officer will be responsible for equal opportunity development in University construction programs other than those on the Boston campus. He will maintain informational liaison with the Boston campus officer responsible for construction.

Vendors and Suppliers

Present Status

Presently Tufts University affixes to its purchase orders a general statement regarding the seller's responsibility for compliance with the non-discrimination clauses of Executive Orders 11246 and 11375. An intensive effort will be made to identify minority businesses that might supply the needs of the University. Major nonexempt contractors will be required to certify to the existence of their Affirmative Action Program.

General Goals

It is the plan of the University to identify minority buinesses among potential suppliers, and to require compliance of all suppliers with Executive Orders 11246 and 11375.

Specific Goals

a. The Equal Opportunity clause stamped on Purchase Orders has been modified to conform with present requirements.

b. A listing of current suppliers (12 months) will be developed to help identify those vendors with Affirmative Action Programs.

c. Names of minority suppliers will be developed and maintained with the help of the Equal Opportunity Officer, of other purchasing agents and of purchasing associations so as to be able to extend to these firms the opportunity to bid on University requirements.

d. At the time of bid solicitation, vendors will be required to provide non-exempt certification of compliance.

EQUAL OPPORTUNITIES IN EDUCATION, HOUSING & COMMUNITY RELATIONS

EDUCATION

The University, within its financial resources, will continue and extend programs and efforts to insure Equal Educational Opportunity to minority students.

Admissions and Recruitment

In no case will race, color, religion, national origin, sex or age be used by the University in admissions and recruitment so as to discriminate against minority applicants.

a. The University will continue a recruitment program to increase substantially the number of minority applicants.

b. The University, within its financial resources, will seek to enroll a potentially successful student body which more adequately reflects the proportion of minority persons in the general population.

Financial Aid

In no case will race, color, religion, national origin, sex or age be used so as to discriminate against minority students in the allocation of financial aid.

The University will provide continuing financial assistance, within the limits of University resources, to minority students who are making satisfactory progress toward a degree.

Placement

a. The University will make its placement services available only to those firms and school systems which provide a Statement of Compliance with existing equal opportunity laws.

b. The Director of Equal Opportunity will work with the Placement Office in developing programs and procedures to increase substantially the employment opportunities for its minority students.

Tutoring and Counseling

The University will assist minority and other students, within its financial resources, by providing tutoring and counseling services.

a. The University will continue to strengthen counseling and tutoring programs to meet the needs of minority and other students.

b. Tutoring and counseling services for minority and other students will be reviewed by the appropriate faculty and administrative agencies and appropriate programs, within the University's financial resources, will be instituted.

c. The University will intensively recruit minority professionals for tutoring and counseling programs.

Curriculum

a. The University will initiate courses, within its financial resources, relevant to the experience of minority peoples. Members of the University

community have had and will continue to have opportunity to make recommendations, concerning such courses, to the appropriate faculty committees.

b. The University will facilitate and support the expansion of research materials in the Black experiences and the experience of other minority peoples.

Student Activities

The University will not discriminate against minority students in the sponsorship and conduct of any student activities.

HOUSING

The University will inform University families, through appropriate agencies, including the Office of Equal Opportunities, of vacancies in University family housing and, among others, will encourage the application of minority graduate students, faculty, administration, and other employees.

COMMUNITY RELATIONS

The University will encourage the involvement of students, faculty and administrators, especially those of minority groups, in the affairs of minority communities. The Director of Equal Opportunity will provide advice and assistance as appropriate.

DISSEMINATION OF POLICY

It is important that each member of the Tufts Community is aware of the Tufts University Affirmative Action Plan for Progress.

Following is the plan for the dissemination of this Policy:

Internal

(1.) An Affirmative Action Activity file and Affirmative Action library in the office of Equal Opportunity and Inter-group Relations have been established and are being maintained.

(2.) A regularly-released Affirmative Action Newsletter will be instituted.

(3.) Periodic briefing sessions will be held with all persons involved in supervisory capacities for purpose of discussion of current employment problems of minority groups and women.

(4.) A University Personnel Policy and Procedure Manual will be established and maintained for the use of supervisors. This will include, but not be limited to, detailed information on aspects and function of the University community which would effect and/or interest the employee.

(5.) Equal Employment Opportunity posters and other pertinent Government-sponsored posters are being utilized in areas of the University community where employees are likely to see them.

(6.) Re-evaluation of the University's currently utilized Orientation Program for new employees has begun, with a view toward structuring a new and formal "New Employee Orientation Program."

(7.) Distribution, to all personnel and students, will be made of information about the University's Affirmative Action Program.

(8.) A section on Supervisory Practices in Equal Employment Opportunity will be developed and included in the University's Personnel Policies and Procedures Manual, and distributed to all supervisory personnel. The Equal Opportunity Officer will assist in the preparation of this section and of its updating as necessary.

(9.) An employee's handbook will be developed and implemented and will include a section on Equal Employment Opportunity.

(10.) The University's Equal Employment Opportunity statement will be posted on permanent bulletin boards throughout the University.

External

(1.) All recruitment sources and advertising sources will be informed of the University's policy requiring discrimination-free recruitment and hiring practices.

(2.) Included in all advertisements and personnel manuals is the wording, "Tufts University is an Equal Opportunity/Affirmative Action Employer."

(3.) The University's commitment to its Affirmative Action Plan has been conveyed to organizations, community agencies, community leaders, secondary schools, junior colleges, churches, social groups in the Greater Boston area.

(4.) Whenever possible, both minority and non-minority persons are being utilized in news media presentations meant to reflect the University community.

(5.) Meetings will be held with unions representing University employees for the purpose of stating the University's policy of Affirmative Action in employment.